METHODS OF FINANCIAL PLANNING AT ENTERPRISES

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Annotation. *The article discusses the main methods of financial planning in the enterprise, specific ways and methods for calculating financial indicators. The disadvantages and advantages of each method of financial planning in the enterprise are determined.*

Key words: *financial planning, enterprises, financial indicators.*

Introduction. Planning of financial indicators, and, in particular, the costs of the enterprise, is carried out by means of certain methods. Planning methods are specific methods and techniques for calculating indicators.

As reported by Groppelli and Nickbakht (2006), financial planning is a process in which one calculates how much funding is needed to give an organization's business continuity, and is funded if one decides how much and how much the funds will be needed. It can be assumed that without a robust resource assessment procedure, an organization does not have sufficient resources to meet its commitments, such as commitments and operating costs.

In developing the plan, it will be necessary to adjust to the economic reality in which the enterprise is located. In the short term, the financial plan takes into account mainly the analysis of decisions that affect the assets and liabilities that circulate. Lack of long-term effective financial planning is often the reason when financial difficulties arise in a company.

The financial plan allows you to determine the type and nature of financial needs. The operational success, productivity, and long-term viability of any business depends on the ongoing succession of individual and collective decisions made by the management team. Each of these decisions ultimately has economic consequences, for better or worse, for business. Financial planning, through its methods, formalizes the procedure for achieving financial goals, integrating investment and financing decisions into a single and collaborative plan.

When planning the financial performance of an organization, the following research methods are used, in particular, regulatory, calculation and analytical, balance and methods for optimizing planned decisions, economic and mathematical modeling, and program-target methods.

Literature review. The literature review is devoted to numerous articles and studies that have studied various methods of financial planning, such as regulatory, analytical, balance sheet, economic and mathematical models, and program goals.

According to Wang (2015), planning consists in pre-setting the activities to be carried out in the scenarios and conditions that have been created previously, taking into account

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the resources to be used and assigning responsibilities to achieve fixed goals. These goals can only be achieved with proper and formally structured planning.

Financial planning determines the way to achieve financial goals. Therefore, the financial plan is a declaration of what should be done in the future. In a situation of uncertainty, it should be analyzed with great impatience. Financial planning is an important part of a manager's job. By defining financial plans and budgets, he will strengthen them in order to achieve the goals of the company. In addition, these tools offer a framework for coordinating various company activities and they act as control mechanisms by establishing a performance model against which real events can be assessed (Durnov, 2011). Below we briefly study and discuss the essence and content of some methods of scientific knowledge.

1. The first method of planning financial indicators is the normative method. The essence of which lies in the fact that on the basis of pre-established norms and technical and economic standards, the need of an economic entity for financial resources and their sources is calculated. Such standards are tax rates, rates of tariff contributions and fees, depreciation rates, working capital requirements, etc. The normative method is based on a system of norms and standards used to calculate a number of financial plan indicators. The following norms and standards can be singled out: republican (territorial, regional, autonomous formations); local; industry; business entity standards. Republican (territorial, regional, autonomous formations) standards are the same for the entire territory of the Republic of Uzbekistan for all industries and business entities. Local regulations apply in certain regions of the Republic of Uzbekistan. We are talking about the rates of republican and local taxes, tariff fees and charges. Industry standards are valid on the scale of individual industries or by groups of legal forms of business entities (small businesses, joint-stock companies, etc.) Business entity standards are standards developed directly by an economic entity and used by it to manage the production and trade process and financial activities, control over the use of financial resources, for other purposes for the effective investment of capital. These standards include the norms of the need for working capital, the norms of accounts payable, which are constantly at the disposal of an economic entity. Norms of stocks of raw materials, materials, goods, containers, norms for the distribution of financial resources and profits, norms for deductions to the repair fund, etc.

The advantage of the normative planning method is its simplicity. Knowing the standard and the actual indicator, it is easy to calculate the deviation, on the basis of which it is possible to develop measures to eliminate them. The disadvantages of the normative method are the constant change in centrally regulated standards and the need to adjust intra-company standards in connection with changes in the operating conditions of the enterprise.

2. Based on the forecasting of financial indicators based on the analysis of their achieved value. The method is used when the relationship between indicators is not established directly, but indirectly based on the study of their dynamics over a number of periods. When using this method, expert assessments are often resorted to.

The calculation of the planned value of financial indicators can be reflected in the following form:

$$FP_{pl} = FP_{rep} \times I$$

FP_{pl} - the planned value of the financial indicator;

FP_{rep} - reporting value of the financial indicator;

I is the index of change in the financial indicator.

This planning method is widely used in cases where there are no technical and economic standards, and the relationship between indicators can be established indirectly, based on an analysis of their dynamics and relationships. The disadvantages of the calculation and analytical method is the need to develop several options for the financial plan due to insufficiently verified information base.

3. The balance method of planning financial indicators consists in linking the planned receipt and use of financial resources, taking into account balances at the beginning and end of the planning period, by building balance ratios. The use of this method is advisable when planning the distribution of profits, the formation of accumulation and consumption funds. The balance method is traditionally used in the development of a chess table. For example, the balance sheet for financial funds looks like:

$$O_b + P = R + O_{to}$$

O_b - the balance of the fund at the beginning of the planning period, sum;

P - receipt of funds to the financial fund, soums;

R - spending of the financial fund, soums;

O_{to} - the balance of the fund at the end of the planning period, sum.

The advantages of this method are its validity and realism, since the elements of income and expenses are clearly identified and their separate accounting is kept. The disadvantages include the fact that the calculations do not take into account the dynamics of market valuations of capital, market conditions and inflation, etc.

Method of optimizing planned decisions. The essence of the method of optimizing planned decisions is to develop several options for planned calculations in order to choose the most optimal one from them. In this case, different selection criteria may apply; minimum reduced costs; maximum of the given profit; minimum investment of capital with the highest Efficiency of the result; minimum operating costs; minimum time for capital turnover, i.e. acceleration of the turnover of funds; maximum return on the amount of invested capital; maximum profit per sum of invested capital; maximum safety of financial resources, i.e. minimum financial losses (financial or currency risk).

The essence of this method in the preparation of estimates is multivariance. From several estimates, the best one is selected in terms of minimum costs and maximum effect (result). The method of optimizing planned decisions is based on the absence of reliable initial prerequisites for the development of financial plans, which leads to a high probability of deviations of actual indicators from planned ones. This method is a combination of the advantages of the normative, calculation-analytical and balance methods.

4. The essence of economic and mathematical modeling in planning financial indicators is that it allows you to find a quantitative expression of the relationship between financial indicators and the factors that determine them (regression models, Cobb-Douglas model). This connection is expressed in the economic-mathematical model. It is a mathematical representation of the financial process, the dependence of a set of factors that characterize the structure and patterns of this financial process. They are expressed using mathematical symbols, equations, inequalities, tables, graphs, etc. Only the main (determining) factors are included in the model. The construction of an economic and mathematical model of a financial indicator consists of the following stages:

studying the dynamics of a financial indicator for a certain period of time and identifying factors influencing the direction of this dynamics and the degree of dependence;

calculation of the model of the functional dependence of the financial indicator on the main factors;

development of various options for the planned values of the financial indicator;

analysis and expert evaluation of prospective values of a financial indicator;

making a financial planning decision and choosing the best option.

The model can be built on a functional or correlation relationship. The functional relationship is expressed by an equation of the form:

$$y = f(x_1, x_2, ..., x_i)$$

y - planned financial indicator;

x_i - i-th factor, $i = 1,2,...,n$.

Economic and mathematical models based on regression relationships have found wide application in planning financial indicators. Such models make it possible to determine the dependence of the average value of a financial indicator (considered as a random variable) on one or more factors:

$$y = a_0 + a_1 x_1 + a_2 x_2 + ... + a_n x_n$$

$a_0, a_1, ..., and_n$ are parameters (regression coefficients) that are estimated from statistical data;

y is the average value of the financial indicator;

$x_1, ..., x_n$ - factors influencing the planned financial indicator.

It should be borne in mind that the short period of the study does not allow us to identify general patterns. Choosing too long a period is also fraught with certain inaccuracies in forecasting. The most optimal period for today is considered to be 1-2 years. Only the main factors should be included in the economic-mathematical model. Quality control of models is carried out by practice. The practice of using models shows that complex models with many parameters are often unsuitable for practical use. The advantage of this method is its representativeness, i.e. objectivity of observations of the object under study and the possibility of identifying factors influencing it. If the degree of deviation of the calculated indicators from the actual ones is significant, then we can conclude that it is impossible to use the model for planning, which can be recognized as a disadvantage of the economic and mathematical method.

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5. Includes the formation and optimization of production and investment programs and is, in essence, a comprehensive management of the financial and economic activities of the enterprise in key areas of its development. It involves the use of all available methods and techniques for managing, planning and regulating the activities of the enterprise. The advantage of the method is the substantiation of the amount of resources required to achieve the main goal and objectives. The above methods cannot be used to develop a forecast balance of income and expenses and other financial plans. Therefore, to develop a forecast balance, the methods of financial "plug" and "percentage of sales" are used.

The simplest common method for ensuring balance reconciliation is the "cork method". The essence of this method is to identify an imbalance (the difference between liabilities and assets of the balance sheet), called a "plug", and to determine ways to eliminate this "plug". For example, if the difference between liabilities and assets of the balance sheet is negative, indicating insufficient funds to finance the activities of the enterprise with the planned costs of raw materials, materials, equipment, etc., options for attracting additional financing, for example, through loans, should be considered. Adjusting the liability for the amount of the planned loan will lead to the formation of a new "plug", since the attraction of a loan will increase costs by the amount of interest on the loan and, accordingly, reduce profits. Thus, the use of this method is reduced to iterative calculations. Each iteration consists in identifying a "plug" and justifying financial decisions that allow it to be eliminated. The development of the forecast balance of income and expenses, as well as the actual forecast balance of the enterprise, was called the method of proportional dependence of indicators on the volume of sales, or the method of percentage of sales. The procedure of this method is based on the following assumptions:

the fixed assets of the organization are used at full capacity, and an increase in the volume of sales will require additional investments;

the enterprise works stably, and at the beginning of the planned period the values of most balance sheet items are optimal (including stocks, cash balances correspond to the achieved sales volume);

change in most of the asset items and some liability items in proportion to the change in the volume of sales.

When using the percentage of sales method, the following are determined: the need for external financing (K_{ZK}):

$$K_{ZK} = A_{CT} - K_{TO} - P_{HP}$$

A_{CT} - the required increase in assets;

K_{TO} - increase in current liabilities;

Π_P - a possible increase in retained earnings.

If the iteration does not allow balancing, several more iterations should be carried out, each of which will take into account certain financial decisions.

Conclusion. In modern market conditions, special attention is paid to financial planning. And for this, each company must choose a financial planning method based on its internal capabilities. Analysis of the methods shows that each of the methods shown in the

article has its own advantages and disadvantages. And these methods are not used separately in some cases in the study of phenomena, they complement each other.

In conclusion, it can be noted that the financial planning system at the present stage of development of world business is a necessary and mandatory element of the management system, which increases the investment attractiveness and competitiveness of enterprises. This simultaneously contributes to an increase in the efficiency of the use of other production resources of enterprises.

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